

Creating a High-Performing Tax Function

Evolving Requirements

Tax functions are under more pressure than ever, as authorities increase their demands for information. This trend will only accelerate, and it is highly likely that we will see the death of the tax return within 10 years, replaced by real-time data sharing with authorities and periodic reclaims of tax. In some jurisdictions, this is already happening. Tax functions need to act now to fundamentally change how they work and focus more on real-time data processing and analytics and less on periodic returns.

At the same time, budgets for improving tax operations are increasingly tight. Securing funding for the type of transformation required is difficult, but Ryan has the answer. We have combined our expertise for finding additional cash flow and budget, with our market-leading transformation expertise. In short, we can help you deliver the transformation you need without having to seek budget from elsewhere in your organisation.

Helping You Find Budget

Ryan is recognised as an industry leader in tax recovery reviews. Using our proprietary data mining technology, Ryan eReview®, our experienced value added tax (VAT) accounting specialists carry out a thorough analysis of client Accounts Payable (AP) data, systems, processes, and controls to identify tax reclaim opportunities. This is done on a percentage success fee basis, so you pay us nothing until the reclaim has been paid by the tax authorities.

The review work is carried out with minimal disruption to our clients, working remotely to swiftly identify any reclaim and savings opportunities. Our technology reviews up to five million AP transactions at once, and our consultants typically access client systems with read-only access to review the relevant invoices. Ryan's proprietary software can also be deployed to more easily retrieve invoices. We provide clients with a detailed picture of potential reclaim opportunities, together with any potential exposures identified, and a robust process improvement report to ensure any underlying issues we have identified are fixed.

Ryan will prepare any voluntary disclosures and liaise directly with HM Revenue and Customs (HMRC) and other relevant tax authorities, if required, to secure tax savings on behalf of our clients. Our experts carry out all the work themselves, including a detailed verification of the identified savings and reconciliation of the tax accounts and the submitted VAT filings. All this work is carried out nonintrusively—we don't hand our clients a "to-do" list.

These recovery reviews enable our clients to capture potentially significant tax refunds to realise their transformation ambitions and fund other projects. They also provide in depth insight into your data, systems, processes, and controls to help us design the right transformation program for your business.



Transform Your Tax Function

Ryan's market-leading tax transformation team has worked with some of the world's largest companies to help them redefine their tax and finance functions to make them future fit, efficient, and effective. We know each client is different, so we partner with them to design and deliver the right operating model for their business requirements.

We have significant experience helping our clients use their existing systems within the business—whether enterprise resource planning (ERP), automation tools, analytics solutions, or other systems. We design the most flexible and scalable operating models that enable tax and finance functions to effectively manage the transition to real-time data analytics across all areas of tax and beyond. Our experts will also identify opportunities for outsourcing of microprocesses and make them a reality with Ryan's Digital Tax Assistants; we work with you to "lift out" elements of your tax function over to Ryan if this is the right solution for you. Overall, our goal is to maximise the benefits across our clients' tax functions in the shortest possible timeframe to create proven value that can be scaled swiftly across other areas of tax and finance.

Ryan Methodology

Ryan's powerful "Assess, Advise, Transform" model can help a wide range of companies build Tax Centres of Excellence. This simple but powerful three-stage approach enables Ryan to quickly assess your starting point and help you define your vision for the future, before formulating and, most importantly, delivering a plan of action to get you there, thereby delivering value to your organisation.



ASSESS

Ryan will review your current state of people, processes, data, and systems to understand what you are currently doing and help to define opportunities for enhancement—a process that is accelerated by insights gained during the VAT recovery review. At the same time, we will liaise with your information technology (IT) function to understand existing IT infrastructure and any planned or current IT projects and protocols. We want to understand what you have tried in the past—what has worked, what has not worked (and why)—by benchmarking your tax function against our experience of the market. Our experts will also identify priorities, constraints, and quick wins that can kickstart your journey.



ADVISE

Our experts will help you build your vision for your tax function. Ryan will develop a heatmap of opportunities, typically by value and speed/complexity of implementation, and a roadmap for change. Together, we will produce project and resource plans, as well as business cases to enable you to educate and align all stakeholders and, most importantly, help you plan the first steps in your transformation journey to show value to your organisation quickly.



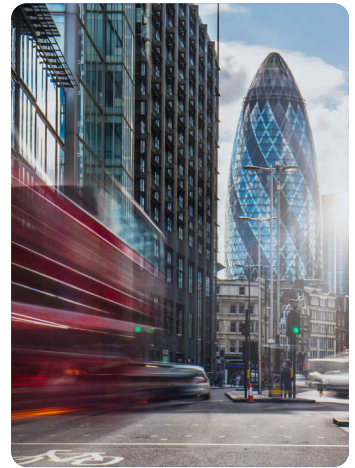
TRANSFORM

Ryan will deliver the transformation with as much hands-on assistance and project management as you need—from tax, transformation, IT, and operational change perspectives. As part of this process, we can deliver Ryan's Digital Tax Assistants to automate regular, data heavy processes, such as data sourcing, merging, analytics, and running common tests on a line item, not sample basis. We can also take on part of your tax function's roles and responsibilities via a "lift-out" arrangement, using technology to "bridge the gap," ensuring seamless working for the combined team, and providing you with a scalable model for future transformation. We will give you the confidence that 100% of your data has been reviewed, so you know what you are sharing with tax authorities before you share it.

Capture the Benefits

Ryan provides a “one-stop tax transformation shop” to help our clients create future-fit, flexible, and scalable tax functions. The benefits can be significant and typically include:

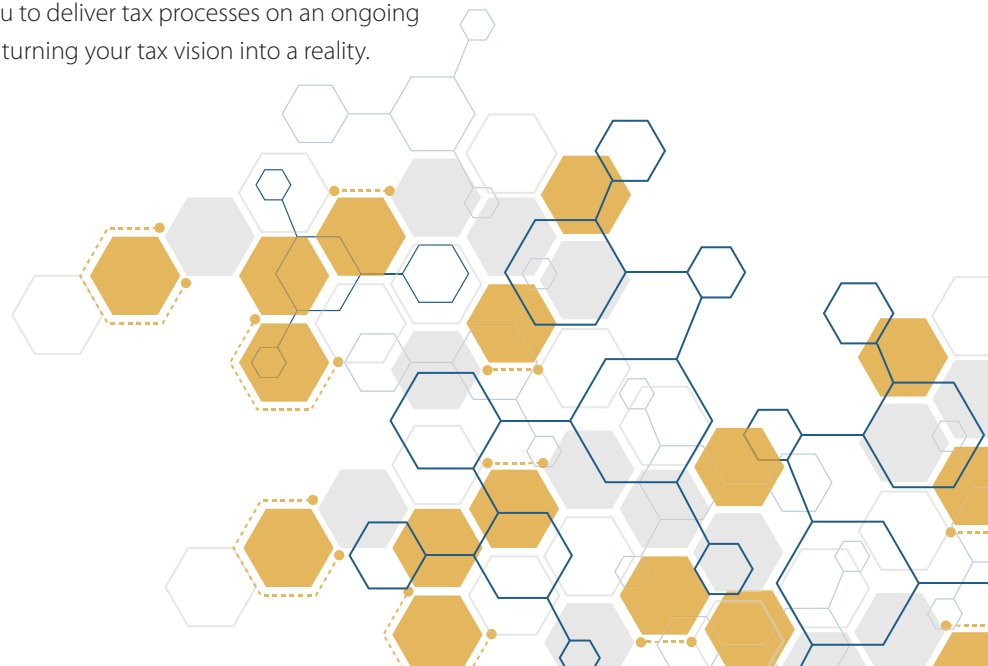
- ▶ A proactive, not reactive, tax function that understands and tracks its data, risks, processes, and controls
- ▶ Efficient, streamlined, and consistently applied processes and controls
- ▶ Automated lower value processes, freeing up the team to partner with the business
- ▶ Flexibility to deal with future emerging requirements
- ▶ A tax function that is a master of its data, not the other way round
- ▶ More real-time, predictive analysis of data—on an individual line item, not sample basis
- ▶ Reduction in “key-person” risk
- ▶ Ability to scale when needed using Ryan’s Digital Tax Assistants and/or “lift-out” capabilities
- ▶ Proactive identification of future cost savings and refund claims



We can help you deliver this transformation, and our recovery work will help you do it without having to seek additional funding.

Why Choose Ryan?

Ryan is the largest Firm in the world dedicated exclusively to business taxes. Operating as a single global team, it provides a hands-on service with a flexible and scalable approach across all areas of tax. We pride ourselves on being technology agnostic, recommending what is best for your individual business requirements and taking into account your current and proposed IT infrastructure. We utilise our deep expertise in ERP systems, tax technologies, and other systems that can be configured for use across the full range of tax processes to design the best transformation for you, from implementation, ongoing maintenance, and continuous improvement perspectives. By providing a one-stop transformation shop and partnering with you to deliver tax processes on an ongoing basis, we can future proof your tax function, turning your tax vision into a reality.



Case Studies

TAX TECHNOLOGY STRATEGY REVIEW

Issue: A multinational engineering group wanted to improve the effectiveness of the group's tax operations. They recognised that technology, coupled with lean process improvement, would provide the answer.

Solution: Understanding existing initiatives and technologies used, our experts hosted a workshop for the client's tax department to identify potential solutions and discuss new advances in technology. The team identified the difficulties faced by the tax function across relevant processes with suggestions for improvement, before agreeing on a prioritised list of opportunities.

A report containing findings and client technology solutions, including our recommendations, was provided with a heatmap showing benefits versus speed of implementation and a summary business case for change to aid board discussions.

Impact: The client was impressed with the breadth and depth of our report, working with us to implement several quick recommendations and progress the longer-term, high-impact findings.

CLOUD-BASED REPORT WRITER FOR BEPS TRANSFER PRICING LOCAL FILE

Issue: A global communications company was unhappy with its existing solutions provider and wanted to automate its local entity Base Erosion and Profit Shifting (BEPS) reports.

Solution: Our tax transformation experts built a custom, cloud-based application that automated the local file production process. The solution managed user access, tracked progress from kickoff to final submission, and accepted data uploads and manual input from both the tax department and local finance teams. The app, which is managed remotely, offered a flexible reporting tool and provided the client with a PDF report ready for submission.

Impact: This customised solution was flexible and scalable and met the client's exacting requirements, saving them time and money as they were no longer paying for functionality they didn't need, while ensuring global consistency of output and oversight for the client's tax department.

AUTOMATED VAT RETURN PROCESSES OUTSOURCED USING RPA

Issue: Because of staff cuts, a global logistics company needed to urgently automate several global VAT return processes.

Solution: Utilising existing raw data reports, which were poorly formatted, our experts used robotic process automation (RPA) and machine learning (ML) routines to automate the cumbersome data cleansing and analysis activities, as well as the production of the VAT return data for a number of jurisdictions. This solution was delivered quickly, enabling the client to successfully plug the urgent gap in their resourcing.

Impact: The VAT return processes are now completed in minutes, rather than days, and identify opportunities for increased tax recovery. Our Digital Tax Assistants now run the VAT processes for the client remotely as an ongoing managed service.

Next Steps

Learn more about how we can help you on your tax transformation journey. Contact us directly to get the conversation started.



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Award-Winning Tax Services

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